



California Department of Transportation
Office of Community Planning
Environmental Justice and Community-Based Transportation Planning

Tips for Developing Community Based Transportation Planning (CBTP) and Environmental Justice (EJ) Grant Application Scopes of Work and Schedules

The grant scope of work (SOW) and schedule are the building blocks of a successful project. Not only will they articulate key elements and outcomes of the project, but they will serve as the guideposts for monitoring project progress. A successful proposal, and ultimately a successful project, carefully provides documentation of all steps of the project. Accurate and realistic estimates of time and resource needs for each item are crucial. The process of developing an SOW and schedule is one that will require drafts and revisions. The more time and effort spent in this phase has will result in fewer unexpected problems in project execution and easier resolution of problems that do arise.

1. Begin with the desired project outcomes.
 - a. What will be the final product from grant funded work?
 - b. How will it be used?
 - c. Who are the intended end users of grant products?
 - d. What are the intermediate and final “deliverables?”
2. Assemble a broad proposal development team.
 - a. Seek a consensus regarding goals and project outcomes.
 - b. Use team member knowledge and experience.
 - c. Include external as well internal sources of expertise.
3. Work backwards.
 - a. Determine the components of the final product.
 - b. Determine the tasks needed to be completed to create each component.
 - c. Determine the research and background information needed for each component.
 - d. Determine the deliverables and other products to confirm task completion.
4. Work forward.
 - a. What information is already available?
 - b. Determine additional informational needs.
 - c. Determine steps and processes to acquire information.
5. Add in additional components.
 - a. Survey the product list. Are all the needed elements such as “public engagement,” “project management” and “project progress reporting.” included?
 - b. Add in additional elements.
 - c. Add additional items needed to confirm task completion.
6. Determine which components are required to be in a sequence and which elements can move independently.
7. Realistically estimate time needed for each task and task element.
8. Allocate resources for each task.
9. Identify responsible party for each task.
10. Review SOW for completeness, accuracy and adequate detail.
11. Chart each item on the project schedule.

- a. Include cost breakdown by fund source, including “in-kind.”
 - b. Include expected products and deliverables that document task completion.
 - c. Include timely generation of invoices based on milestone completion. Invoicing should occur at minimum each quarter and up to once each month.
 - d. Review time allocation.
 - e. Review time allocation and schedule relative to other components and tasks.
 - f. Adjust schedule as needed.
12. The SOW and schedule must be in alignment with each other.
13. The SOW and schedule must be in alignment with the narrative of the application.
14. The SOW and schedule must include consistent and timely progress reporting to Caltrans.
- a. Reporting must minimally be made at the end of each quarter.
 - b. Requests for additional information or clarifications may be made by Caltrans at any time.
15. Seek out the advice of others with successful grant experience. A review of the overall proposal as well as the SOW and schedule by a person not involved with the current proposal will provide fresh insights.